

## Interview Questions

### Based on Hartman Value Profile Results

#### Interpersonal Skills - Work-Side Value Tendency -Intrinsic (I<sup>1</sup>)

- Describe a situation when you worked with a person whose personality was different from yours. How did you handle the situation?
- How would you describe how you interact with others in the workplace?
- At various times, we all must deal with arrogant, dogmatic people. Tell me about a time when you were able to be flexible with this type of person.
- Describe a specific work related situation involving strong feelings when you were able to help someone feel comfortable.
- Describe a time when you were able to adapt and interact effectively with a person from a background or culture that was different from yours.
- Tell me about a work situation when you were able to change or adapt in order to meet the needs of others.
- Describe your ideal co-worker.
- In work situations, we must often compromise to make things happen and to be effective members of the team. Tell me about a time at work when you chose to compromise your own immediate interests in order to be flexible and tolerant of another person's needs or views.

### Noticing/Intuitive/Sensitivity - Differentiation (DIF 1)

- Describe a situation where you were asked to accomplish a task without sufficient resources/knowledge. How did you proceed?
- Describe a time when you were able to see beyond apparent clinical diagnosis and identify underlying or contributing factors.
- Tell me what your first impression was the last time you were in a new position/department.
- Tell me about the last time you joined a unit or department and how you determined who were the informal leaders?
- The last time your department was going through change, were you aware of the impending change before it was announced? If so, what things did you notice prior to the announcement?
- In your most recent position, what problems or processes did you identify that needed attention or improvement?
- Describe a situation in which you sensed something was “not right” and what you did in response.
- Describe a situation when you were able to “see beneath the surface” of a circumstance.
- In our type of work, it is often very important to notice changes in our patients. Tell me about a time when you were proudest of your ability to not only notice a change in a patient but also take action to make your attentiveness pay off.
- In communicating, people’s gestures or verbal cues can give us better understanding of what is meant. Give me an example of how your interpretations of verbal and non-verbal behavior have helped you in communications.
- Tell me about a situation in which you were particularly skillful in detecting clues indicating how another person was thinking or feeling.

**Trainability - Dimension Extrinsic (DIM E<sup>1</sup>)**

- Describe a situation when learning a new task was easy. What made the learning easy?
- Describe your ideal orientation and entry into a new position.
- How do you best learn new skills?
- Describe a time when you had difficulty learning. What would have made it easier to learn? How did you handle the situation?

### Problem-solving Ability - Integration (INT 1)

- Tell me about a difficult situation you had at work and how you resolved it.
- Describe a situation where you were asked to manage a patient complaint.
- Tell me about a time when you were required to handle a staffing shortage for weekend work or other difficult staffing period.
- Describe a time when you were faced with a difficult problem. How did you solve the problem?
- How do you view problems? Tell me about a time you encountered a problem and how you approached it.
- Give an example of a situation where you had to make decisions under pressure and how you handled it.
- Tell me about a situation in which you were required to analyze and solve a complex problem and the steps you took.
- What do you consider to be the benefits of collaborative problem solving?
- Solving a problem often necessitates evaluation of alternate solutions. Give me an example of a time when you actively defined several solutions to a single problem.
- How important do you think common sense is in solving problems? Tell me about a time when your common sense paid off for you.
- Describe, in detail, a situation in which you used your training and experience in making a decision that required sound judgment.
- Tell me about any experience you have had turning a problem into a success.
- What is one of the most difficult work related decisions that you have had to make? How did you arrive at your decision?
- What type of approach to solving work-related problems seems to work best for you?

### Problem-solving Energy - Integration Percent (INT%<sup>1</sup>)

- If you had a customer who was very upset, how would you calm the customer down?
- Tell me about an incident in which you dealt with an irate or upset patient, family member or other customer. What steps did you take to address their issues and what was the result?
- Give me an example of a conflict you have experienced in the workplace and describe how you handled it.
- Give me an example of a time at work when you had to deal with unreasonable expectations of you. What did you do well in handling this situation? What would you change about the way you handled it? What did you learn from this experience?
- Describe a situation when you had to cope with the anger or hostility of another person and how you handled the situation.
- Give an example of a time when you were able to speak respectfully even though you were angry or frustrated.
- Give an example of a time when you were able to build rapport with someone at work, even when the situation was a difficult one.
- Have you heard the expression “roll with the punches?” Describe a situation in the past in which you had to do that.
- Tell me about a time when an upper-level policy change or decision held up your work. How did you respond?
- Describe a time when you needed to communicate some unpleasant/negative news to your supervisor. What happened?
- Describe a situation when you worked with a person whose personality was different from yours. How did you deal with it?
- Think of a problem customer that you had to deal with on your last job. Tell me what happened and how you handled the situation.

### **Focusing - Dimensional Integration (DI <sup>1</sup>)**

- Describe your ideal work environment for maximum productivity.
- Your assignment is to complete your department's budget forecast for the upcoming fiscal year. Where do you choose to complete this task?
- Your new job requires that you sit in an open area shared by four other employees. Describe both your positive and negative reactions to this work environment and explain why. What are some possible solutions to the negative reactions?
- Describe your ideal work/office environment in terms of space, tools, privacy, sound etc.
- You are given a choice to work in an isolated space or a high traffic area. Which do you choose and why?

### Following Directions - Dissimilarity (DIS 1)

- When you buy something that needs to be assembled describe what you do to accomplish this task. Think of one or more specific situations and describe.  
(Note: We are looking for whether or not this person does the following:
  - Reads all directions first
  - Reads directions as working on project
  - Loves the challenge of trying first on own without reading directions
  - Asks someone else to help
  - Etc.)
- You are responsible for a new project at work and have assembled your team for the first kickoff meeting. Walk me through how you will organize the project as a whole, the tasks, the people responsible for tasks, reporting/reviews/updates?
- Your boss has just given you responsibility for implementing and managing a new work process. Describe what you need from your boss that will enable you to be successful. How do you decide what to do first?
- Describe a situation where your role was to set the direction for the work and things did not go as you expected. What setbacks did you encounter? How did you respond?
- Think of a successful project team experience where you were a team member not the leader. Did you experience personal feelings of accomplishment? Describe the experience and why it worked well for you. What did the team leader do that you feel contributed to the successful outcome? What would you have done differently if you had been the team leader?

### Coping Skills/Attitude - Attitude Index (AI%<sup>1</sup>)

- What did you like about your last job and why? What did you dislike about your last job and why?
- What do you need from a work environment that helps you achieve balance between work and life outside of work?
- Tell me about a time when you experienced a stressful work situation and how you handled it?
- Tell me about a time you were in a negative work situation and you made it positive.
- Tell me about a time when your boss was unhappy with your performance and how you handled it.
- Tell me about a time you were short staffed and how you handled it.
- Briefly describe the most significant responsibility you have had in your career and what that experience has taught you.
- Imagine that you are given a new assignment or task, but not given clear instructions. How would you go about completing your assignment?
- Tell me about a high stress work situation when it was desirable for you to keep a positive attitude.
- What brings you joy in your work life?
- Describe a work environment that would allow you to perform at your best.
- What kind of work environment enables you to be the most effective as a \_\_\_\_\_?
- What types of things in your work have upset you, and how did you react to those situations?
- Describe a work situation in which a project you felt was very important was delayed or postponed. What impact did this have on you and how did you respond?



**Strong, Positive Morale - Dimension-Extrinsic (DIM E 2)**

- What motivates you to come to work?
- What motivates and inspires you in your daily work routines?
- Describe a time when you had a major role in completing a project and how it worked out.
- Tell me why you would like to work for our organization.
- How does the work you perform benefit others?
- What is the importance of working as a team? What's the role of each team member?
- How will your knowledge, skills and abilities benefit our organization? Please be specific.
- Describe some characteristics of a work group/team that would allow you to function at your best.
- What did you do in your last job to contribute toward a teamwork environment? Describe how you felt your contribution affected the team?
- Give me an example of a time when you went beyond your employer's normal job expectations in order to get a job done.
- When you are at work, what motivates you the most?
- Which of your previous jobs was the most satisfying and why?
- Which job was the most frustrating and why?
- Part I: Tell me about the best boss you ever had. What did this boss do to motivate you and the team?
- Part II: Tell me about your worst boss. What made it tough to work for this person?
- What is important to you in a job?
- What do you expect to find in our organization that you don't have now?

### Sense of What Is Important - Integration (INT<sup>2</sup>)

- Tell me about a time when you had to cope with strict deadlines or time demands. How did you handle and prioritize? Give me an example.
- Describe a situation in which you had to determine priority regarding events and take action quickly.
- Some individuals have a strong sense of urgency about getting results - others are more relaxed and less driven in their approach to work. Give me an example of a time when you had a sense of urgency about getting results and how you handled the situation.
- Tell me about a time when you were able to maintain who you are while modifying your usual behavioral style enabling effective interaction with a customer or co-worker.
- Give me an example of when you were faced with a difficult decision affecting your job. How did you deal with it?
- Tell me about your work experience in managing multiple job priorities with varied deadlines. How do you determine priority and deadline changes?
- Describe how you go about deciding what is most important when faced with more requests or expectations than you have resources to accomplish in the available timeframe.

## BALANCE OF JUDGMENT

### The Part I - Work Side

*Balance indicators discussed on this page look at work-side balance of judgment. A score that falls in the weak category indicates a potential or current problem area. Additional interview questions may help the interviewer clarify which candidates are the best fit for the organization.*

#### Balanced Treatment of Others

- Interviewer may select a question or idea from the **Tolerance and Caring** section.
- Lack of balance on the extremes of the positive side can lead to a lack of objectivity in dealing with others, a “rose-colored glasses” view of others that is often open to disappointment.
- Lack of balance on the negative side can lead to abusive demands and expectations that others will find impossible to achieve.

#### Balanced Treatment of Tasks

- Additional interview questions might be:
  1. What approach works best for you in your effort to get your work done and also have time outside of work to rest and restore your energy?
  2. Describe your approach to completing an important project at work when you also have scheduled time off during the week.
- Lack of balance on the extremes of the positive side is likely to lead to “workaholism,” the inability to balance life and work, and obsessive micromanagement. This person needs to “learn to say no.”
- Lack of balance on the negative side may mean that a person is inconsistent in performance, does not see tasks through to their completion.

#### Balance in “Big Picture” Issues

- Interviewer may select a question or idea from the **Problem-solving Ability** section.
- Lack of balance on the extremes of the positive side usually means that a person will “think a problem to death” and avoid actual actions being taken in regard to problems. The “paralysis of analysis” easily follows and arriving at a concrete decision becomes very difficult.
- Lack of balance on the negative side usually means that a person does a great deal of “leaping” before they look and has to undo many decisions.

## BALANCE OF JUDGMENT

### The Part II Self-Side

*Balance indicators discussed on this page look at self-side balance of judgment. A score that falls in the weak category indicates a potential or current problem area. The interviewer should use this information as just that - additional data.*

*The applicant should not be asked any questions regarding these areas.*

#### Personal Balance, Self-Esteem

- Lack of balance on the extremes of the positive side usually means that a person tends toward arrogance, an inflated ego, and posturing with others that is bound to generate negative responses.
- Lack of balance on the negative side indicates a lack of self-esteem, a tendency to listen to and believe negative voices, and a diminishing of self-confidence. In this instance, there is a need to listen to more positive voices of affirmation.

#### Balanced Towards Self-Concept

- Lack of balance on the extremes of the positive side means that a person is investing too much in the roles they play; too much identity is caught up in roles. This makes a person vulnerable if the role is lost; personal identity can be lost as well.
- Lack of balance on the negative side means that the roles a person is playing are not “big enough” for them right now, and it is probably time for a bigger challenge.

#### Balanced Towards Self-Image

- Lack of balance on the extremes of the positive side usually indicates a tendency to “bite off more than you can chew,” to over-extend, and to set yourself up for self-defeating and even self-destructive behaviors-to always be disappointed in yourself and to always feel inadequate.
- Negative extremes indicate absence of positive self-image and lack of adequate internal motivation.